

HUMAN RESOURCE MANAGEMENT PROGRAM 1ST QUARTER FY01 REVIEW AND ANALYSIS



The West Region -

***Army's Premier Team of
Human Resources***

Professionals

Providing Quality and

Timely Services to

Our Valued Customers



WEST REGION FOCUS AREAS FOR FY 01

The West Region Accomplishments and Focus Areas for FY 01 are established on the foundation of the West Region FY 00-01 Operational Plan. Feedback received during the Sep 99 and Mar 00 Commanders' Civilian Personnel Advisory Councils (CCPAC) provided the basis for a review of the previous strategic plan and update to be consistent with the Army's new vision and strategy for Civilian Human Resources and region goals and objectives. The feedback from the CCPACs was incorporated into the Region's Operational Plan, with region-specific Supporting Objectives to the Army's three Priority Emphasis Areas and associated Corporate Goals. West Region civilian personnel leaders developed and substantiated the Supporting Objectives as consistent with the region's vision. Commander feedback indicates that the Operational Plan is moving in the right direction with the right amount of emphasis in the program areas, placing Modern System preparation and developing automation tools as top priority, followed by meeting partnering goals and training requirements. The Priority Emphasis Areas are:

Strategic Civilian Workforce
Competitive and Responsive CHR Programs
Skilled and Responsive CHR Professionals



PRI OR I TY EMPHAS I S AREA
Strategic Civilian Workforce

CORPORATE GOAL 1

Systematic Planning that Forecasts and Achieves the Civilian Work Force
Necessary to Support the Army's Mission

SUPPORTING OBJ ECTI VES

1. Continue and enhance partnering
2. Focus on metrics that reflect overall/total cycle time for work accomplishment
3. Develop Commander/ Manager/ HR orientation and training package
4. Develop and deploy an I nformation Management System for customers



ACCOMPLI SHMENTS

Partnership initiatives remain a top priority in the West Region. During the 1st Quarter FY2001, the WCPOC hosted a two-day partner meeting attended by CPAC Directors and the WCPOC leadership team. The agenda included Modern System update and preparation plans, recruitment fill time and Resumix referral procedures, delegated classification authority, introduction of the gatekeeper role in reviewing personnel actions received at the CPOC, review and update of the West Region Human Resources Operational Plan, demonstration of new automation tools, and introduction of regional training guides and tools for Commanders and managers. This was a very productive,

FOCUS AREAS

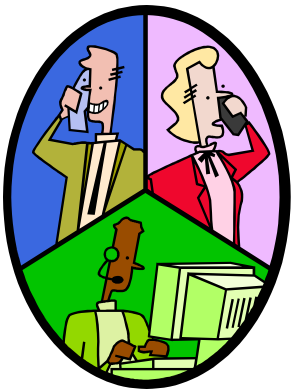
Preparation is in full gear for the third Commanders' Civilian Personnel Advisory Council (CCPAC) scheduled on 13 February 2001. The CCPAC, being held in Sparks, Nevada, is being hosted by Colonel Moses Whitehurst, J r., Commander, Sierra Army Depot. In addition to West Region Commanders, Mr. David L. Snyder, Deputy Assistant Secretary of the Army (Civilian Personnel Policy), CPAC Directors, MACOM personnel representatives, and the WCPOC leadership team will attend. There is a lot going on in the Human Resources Management arena, and we are looking forward to another successful conference!



proactive meeting with the majority of the time spent looking forward, fine tuning processes, and making decisions about improving service to our customers.

Also during the 1st quarter, WCPOC staff made partner visits and Commander office calls to Corps of Engineers, South Pacific Division; Fort Lewis; Madigan Army Medical Center; Corps of Engineers, Seattle District; White Sands Missile Range; Corps of Engineers, Portland District; and Fort Huachuca. A WCPOC staff member conducted DCA training for managers at Ft. Lewis and two WCPOC staff members participated in a Job Fair at Madigan Army Medical Center. Partnering efforts beyond the West Region included participation by WCPOC staff members in the following TDY assignments: assistance to the ABC-C in processing a backlog of retirement actions; assistance to the Pacific CPOC in accomplishing backlogged classification work; and participation in the DA-wide classification review by auditing positions at Ft. Meade, Ft. Myer and Walter Reed Army Medical Center.

The West Region Operational Plan will be updated to incorporate new Army priority emphasis areas and to reflect the direction of the commanders at the CCPAC in February.



A new West Region marketing brochure was distributed to all CPACs during the 1st quarter. The new brochure highlights the West Region vision and motto and the partnership theme which continues to be our trademark.

The new brochures will be used by all to market regionalization of civilian personnel services and to introduce new customers to the West Region.

The WCPOC and CPACs continue planning for and preparing for Modern System. Through the Modern Users Group (MUG), CPOC and CPAC partners keep abreast of issues, share information and concerns, and plan for the upcoming deployment. Database cleanup at the CPOC remains a high priority – statistics regarding the results of these efforts are included in this report. During the 1st quarter we have maintained the 99.9% error free rate first attained in the 3rd quarter, FY99.

Database cleanup work remains a critical priority for the WCPOC in preparation for Modern System deployment. A clean database is absolutely essential for successful conversion of our legacy database to Modern. Our first mock conversion is scheduled for 12 thru 16 February, a second mock conversion on 12 thru 16 March, and a final conversion as part of the deployment process on 16 thru 18 April.



During the 1st quarter, our initiative to provide West Region employees the opportunity to correct/ update their official training information before it migrates to the Modern system continued. Unfortunately, difficulties concerning printing, sorting and distribution of the training history reports for employees serviced by the Ft Lewis CPAC have not been resolved. Thus, Ft Lewis and Madigan Army Medical Center employees have not yet had an opportunity to participate in this project.

Work on the Orientation Course on Civilian Personnel Management and the Supervisor's Desk Reference Guide has been completed. This was in direct response to Commanders' concerns voiced at the first CCPAC. The final products include a fully scripted Executive Briefing for new Garrison Commanders that is intended to supplement the material received at the Garrison Pre-Command Course; an Orientation Course on Civilian Personnel Management for Supervisors and Managers that contains 26 lessons with practical exercises; and a Supervisor's Desk Reference Guide for Civilian Personnel Management designed as a handy reference guide.

Since initiation of this project late last fiscal year, 5,687 individual training history updates provided by West Region employees have been processed into training history, to include 841 during the 1st quarter.

The new training tools were unveiled to the CPAC Directors at the Partner Meeting held in November, and were enthusiastically received. They will be briefed to West Region Commanders at the CCPAC in February.



Final editing of the Management and Administration of Civilian Training program document has also been completed. This work was the result of issues raised by Commanders at the second CCPAC. The document, in a narrative format with extensive references, expands upon the DA Task List and Business Process Maps to more clearly explain how each piece of the system works.

To assist in execution of their civilian personnel management responsibilities, all West Region managers with FPI accounts now have access to twenty reports via the WCPOC web site. These include Personnel Action reports such as “Actions in My Inbox”, “Action Split Time”, and “Open Recruit Actions”, as well as Employee/ Position reports, such as “Appraisal Due”, “Retirement Eligibility”, “Leave”, and several others. Information on how to access these reports was provided via e-mail to all managers with FPI accounts.

This program document was also unveiled to CPAC Directors at the Partner Meeting in November, and will be briefed to West Region Commanders at the February CCPAC.

Additional report tools will be added as they are completed. We have received several requests for new web reports and changes/ modifications to current reports. The majority of these requests have come from the CPACs and a few from managers. We will continue to create new web reports and adjust current ones in response to our customers’ needs.



PRI OR I TY EMPHASI S AREA
Competitive and Responsive CHR Programs



CORPORATE GOAL 2

Technology and Business Management Tools and Techniques that Provide the Best, Most Accessible and Lowest Cost CHR Products and Services

SUPPORTI NG OBJ ECTI VES

1. Ensure consistency in applying classification standards
2. Make work processes more effi cient through automation
3. Maintain Functional Process I mprovements (FPI)
4. Successfully deploy Modern System

ACCOMPLI SHMENTS

Work continues on incorporating some version of the West inventory based recruitment model into an Army-wide standard recruitment process. This quarter members of the WCPOC staff attended a DA Staffi ng Conference at which one of the major objectives was further refinement and standardization of the way Army fills jobs.

FOCUS AREAS

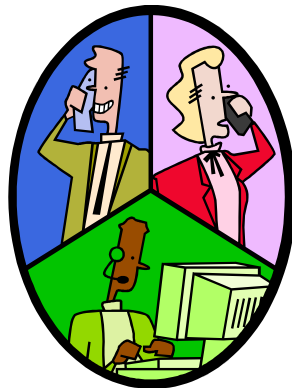
Consensus was again reached among Army personnelists from CPOCs, CPACs and MACOMs that inventory based recruitment has streamlined the process and resulted in more timely referral lists of qualified and available candidates. One of the WCPOC Customer Focused Branch Chiefs will work with a DA task force during the 2nd quarter to finalize standardized and streamlined procedures. Commanders will be briefed on progress at the CCPAC in February.

Migration to the updated government version of Resumix (version 5.3G) which had been scheduled for 4th Qtr, FY00 and then 1st Qtr, FY01, was delayed due to systems problems. WCPOC preparation has continued so that the migration will be as smooth as possible.

Migration to Resumix 5.3G is now scheduled to begin on 3 January. The migration process requires that our system be “down” from Wednesday, 3 January through Friday, 12 January. The WCPOC staff will work that weekend and holiday, 13 through 15 January, to process into the system all applicant resumes received from the 3rd through the 12th. On Tuesday, 16 January, we will again start issuing referrals. Marketing of system enhancements and changes brought about by the upgraded version will take place as soon as possible. As soon as practical after migration, CPOC/CPAC/customer teams will be formed to identify areas of needed grammar base improvement.

Even more intense, focused preparation for Modern System deployment is underway now that DOD has approved the West Region's deployment date of 13 April 2001. The WCPOC Modern System Steering Committee chaired by the Deputy Director is leading the way to assure a successful deployment.

During the 2nd quarter, continued preparation for Modern Systems deployment will proceed full steam ahead. Cutoff dates for processing actions prior to deployment have been agreed to and published throughout the Region, and a West Region Customer Service Action Plan is in place. Select members of the CPOC staff are undergoing intensive training to prepare for delivery of region wide training. Members of the CPOC Information Services Division are prepared to provide on-site technical support and software setup assistance where needed. Training for CPOC and CPAC staffs and managers will begin in February and go through the first week in April. A training schedule will be published in January 2001. West Region Commanders will be briefed on status of Modern System preparation at the CCPAC in February.



The Regional Crediting Plan database available on the WCPOC web page continues to be a good tool for managers when recruiting through the Delegated Examining Unit. At the end of the 1st quarter, 600 crediting plans had been uploaded in the database.

The WCPOC implemented a position classification advisory database to track and monitor classification advisories to management throughout the region.

Work on inputting all available crediting plans into the database was completed during the 1st quarter. New crediting plans developed will be input into the database as they are received.

The advisory database provides a tool to ensure classification specialists apply standards consistently and documents detailed information on classification analysis and conclusions. During the 1st quarter, 39 written classification advisories were issued to management. Of the 39 advisories, management disagreed with the CPOC assessment on three occasions and exercised their right to override the CPOC grade evaluation.



PRI OR I TY EMPHASI S AREA
Skilled and Responsive CHR Prof essionals

CORPORATE GOAL 3

CHR Prof essionals who are Customer-Focused and who have the Competence, Support, and Motivation to Meet the Challenges of Constantly Changing and I ncreasing Expectations

SUPPORTI NG OBJ ECTI VES

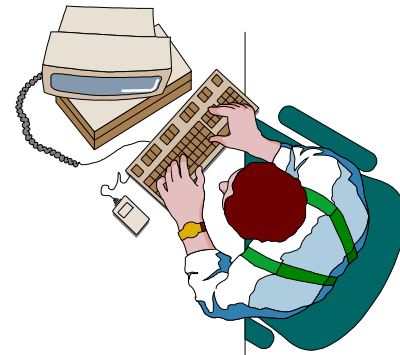
1. Clarify roles of CPOC, CPAC and manager
2. Develop CPAC generalists as advisors and consultants, and full members of the customer management team

ACCOMPLI SHMENTS

As reported last quarter, the US Army Civilian Personnel Evaluation Agency (USACPEA) completed its in-progress review of regionalization in the West Region during the period 4 June through 31 August 2000. The review included on-site visits to four CPACs and concluded with a visit to the WCPOC. The charts used by USACPEA during their outbrief of the WCPOC were shared with all CPAC partners, but the final written report with an overview of the entire Region review had not yet been received. That report was received this quarter and has been provided to all West Region Commanders and CPAC Directors.

FOCUS AREAS

The USACPEA report was overwhelmingly positive for the WCPOC and therefore for the West Region. Together we have all come a long way and are committed to continuing to strive for the provision and delivery of the best service possible to our customers. That commitment remains our top priority!



The merger of the Staffing Services and Classification Divisions into two Customer Focused Divisions was effective on 5 November 2000. Under this new organization, a team of Staffers, Classifiers and Processors of personnel actions assigned to service a specific customer are now co-located and members of a single team. This new configuration is expected to ensure smoother flow of work and more timely response to customer needs.

We are never done. We will continue fine tuning our organizational configuration, processes and procedures with the goal of providing better and better service to our customers both in terms of quality and timeliness.



All Serviced

Executive Summary

Civilian personnel servicing performance in the 1st quarter was outstanding in many areas:

- In the classification area, 91% of routine actions and 93% of non-routine actions were processed in standard. During the quarter, the classification staff processed routine actions in an average of 1.8 days against a DA standard of four days; non-routine actions in an average of 15.5 days against a DA standard of 30 days.

- In the staffing area:

- * Referrals were issued in standard 77% of the time compared to 75% last quarter. Of the total 1,217 referrals issued in the quarter, 499 were issued within three days of receipt in Staffing, 396 on the 4th and 5th days, 84 between the 6th and 10th day, and 238 after the 10th day.

- * The average processing time for recruitment actions, measured from initiation by the manager to closure remained steady at 75 days. The Army goal for recruit actions from the time the PERSACTION arrives in the CPAC until the date of commitment is 70 days; for the 1st quarter the West Region time for this measure was only 52 days!

- * 1077 recruit actions were closed this quarter region-wide. Fill sources for those actions broke out as follows:

Resumix referral lists	609 (57%)	
Delegated Examining Unit lists	93 (9%)	
Office of Personnel Management lists		14 (1%)
Career Program lists	15 (1%)	
Priority Placement Program placements	25 (2%)	
Other Non-competitive sources	326 (30%)	

All Serviced

Executive Summary (Cont)

* Non-recruitment actions were processed in standard 96% of the time. The CPOC processed 2,102 actions this quarter in an average of three days each against the DA standard of five days.

• Feedback received from selecting officials on the management feedback forms continues to reflect a high degree of satisfaction with Resumix referrals and WCPOC responsiveness. Manager ratings were as follows:

	Outstanding	Adequate	Poor
Quality of Candidates	45%	47%	8%
Availability of Candidates	32%	51%	17%
Timeliness of Referrals	63%	33%	4%
Responsiveness of WCPOC	81%	18%	1%

Even though the satisfaction ratings are high, we are concerned about the low return rate, only 23% this quarter. To make it easier for managers, we have changed our procedure so that the feedback form is sent by email to the selecting official after the selection has been made rather than being sent with the referral list. It can then be completed quickly and returned by email. But the return rate is still quite low. Selecting officials should be encouraged to provide this valuable feedback.

• Pay issues remain a top priority in this Region. The goal is to eliminate all pay problems, but when they are reported they are handled as expeditiously as possible. This quarter, pay problems (those actually affecting an employee's basic pay) were down to .37 per 100 employees serviced from last quarter's .72 per 100 employees serviced. The downward trend of pay problems continues!

• The recording of completed training into employees' training history in the automated database continues to receive emphasis. During the quarter, 4,438 training requests were processed. The cost of training reported and recorded during the 1st quarter was \$1,229,080, an average of \$227 per training event and an average of \$168 per employee.

All Serviced

Executive Summary (Cont)

Preparation for migration to Resumix 5.3G and deployment of Modern System continues. After several delays due to system problems, Resumix migration is scheduled for January 2001. Modern System deployment is scheduled for 13 April 2001.

The CPOC hosted a two day CPAC/CPOC partner meeting in November 2000. The meeting was a success with all partners committed to excellence and to further enhancing service to our customers. Agenda items included a Modern System update, new automation tools to track and monitor open and closed recruit actions, fill time, and delegated classification authority. New WCPOC developed training guides and tools for Commanders and managers were briefed and provided to all partners.



COE, Portland

Executive Summary

We are off to a strong start this quarter with 100% of non-routine and 97% of routine Classification actions processed in standard. Eighty seven referrals were issued, down from last quarter's 100; the number issued in standard remained fairly constant at 87%. Average time to process recruit actions from initiation by the manager to closure remained steady at 70 days. While the CPOC and CPAC either maintained or reduced the average time they spent working actions, time taken by management to make selections increased from 18 days to 27 days. At the close of the quarter, the oldest outstanding referral list for COE Portland was a Supervisory Interdisciplinary, GS-15, in the Hydroelectric Design Center; it had been out since September 18, 2000.

Sixteen Delegated Examining Unit (DEU) certificates were completed during the quarter; of the 16, nine or 56% resulted in DEU selections; two in Resumix selections; and five were returned unused. Non-recruitment action processing continues a positive trend with 96% of all actions processed in standard.

Pay problems (those actually affecting an employee's basic pay) continue to be a priority emphasis area. Pay problems were substantially lower this quarter down from 41 problems reported last quarter to 17 this quarter. Seven pay issues, or 41%, of the reported problems were associated with the personnel and payroll systems interface which we have no control over. All reported problems were corrected within two weeks.

The newly assigned Customer Focused Branch Chief along with a few members of his staff visited the COE Portland CPAC in December 2000. The purpose of the visit was to meet with managers from projects throughout NWD to identify standard RESUMIX required and desired skills for the jobs at the dams. Secondly, the team met with employees and their supervisors to review proposed job description changes. The visit provided an opportunity for the new team to visit Bonneville Dam and the Dredge operation to become better acquainted with positions in those functions. It also provided a great opportunity to partner with the Portland CPAC staff.

The CPAC/CPOC staffs continue to work closely together to discuss issues, resolve problems and identify priority emphasis areas. In November 2000, the WCPOC sponsored a Partner meeting. Commitment to effective working relationships established between the CPOC and COE, Portland CPAC have benefited the serviced community

COE, Seattle

Executive Summary

The WCPOC Director and the CPOC Customer Focused Branch Chief traveled to Seattle to meet with the new COE, Seattle Commander and to visit with the CPAC staff in November 2000. This visit was a wonderful opportunity to introduce the new Commander to the role/organization of the CPOC and provide an update on important civilian personnel issues.

The CPAC/CPOC staffs continue to work closely together to discuss issues, resolve problems and identify priority emphasis areas. In November 2000, the WCPOC sponsored a Partner meeting. Commitment to effective working relationships established between the CPOC and COE, Seattle CPAC have benefited the serviced community.

Processing of Classification actions continues to be a success story! Ninety-seven percent of routine actions and 100% of non-routine actions were processed in standard!

The number of referrals issued in standard improved from 78% last quarter to 82% this quarter. The average processing time for recruit actions from initiation by the manager to closure substantially increased – 75 days last quarter to 96 days this quarter. Manager time to initiate the action averaged nine days, up from five last quarter; CPAC time prior to forwarding action on to CPOC rose to 18 days, up from 11 last quarter; CPOC time to perform a classification review and issue referral increased by six days, average time for managers to make selection increased by nine days, time for CPAC/CPOC to establish EOD and process action went up five days. There is room for improvement for all partners to improve their piece of the whole. At the close of the quarter, the oldest outstanding referral list for COE Seattle was for a Contract Specialist, GS-1102-9/11, in the Contracts Division, Contracts Branch; it had been out since October 6, 2000 .

Two hundred fifty-one non-recruitment actions were processed in an average of three days; 96% within the DA five-day standard.

COE, Seattle

Executive Summary (Cont)

Pay issues remain a concern. There was no progress this quarter with 14 pay problems (those actually affecting an employee's basic pay) reported, representing 1.5 pay problems per 100 employees serviced. This is a relatively high rate compared to the Region-wide rate of only 0.37 problems per 100 employees serviced. The good news is that all problems were resolved within two weeks of being reported. We will continue to focus on reducing and eventually eliminating pay problems.

Improvement continues in the time elapsed between the date employees received training and the date the training completion was received at the CPOC and entered into the database. Last quarter's delay was 33 days; this quarter delay period is down to 30 days. Emphasis on this issue has resulted in one of the better records in the region!

The number of employees with resumes in the Resumix database slightly increased from 34% last quarter to 36% this quarter. The CPAC continues to use a "quick read" notification procedure to inform COE, Seattle employees of vacancies before actions are forwarded to the CPOC.



COE, South Pacific Division

Executive Summary

The CPOC Director, Deputy Director, Information Management (IM) Chief, and Customer Focused Branch Chief traveled to SPD to participate in the SPD Deputy Director Conference in October 2000. The WCPOC Director provided an update on the state of the SPD civilian personnel program, and the IM Chief presented an orientation on newly developed automated tools for both management and personnel staff to track and monitor open and closed recruit actions. The follow on CPAC/CPOC partner meeting was very productive; the staff worked through many issues.

The CPAC/CPOC staffs continue to work closely together to discuss issues, resolve problems and identify priority emphasis areas. In November 2000, the WCPOC sponsored a two day Partner meeting. Commitment to effective working relationships is critical to improved customer service.

The number of pay inquiries dropped significantly this quarter! Six pay problems were reported; down from 31 last quarter. The CPOC continues to place emphasis on ensuring employees are paid correctly and on time. Our goal continues to be eliminating pay problems.

Time to fill (measured from the initiation of the PERSACTION by the manager to closure) improved from 116 days last quarter to 104 days this quarter. Region wide average is 75 days. The large number of PPP matches, special requirements for high grades, and multiple Interdisciplinary multi-grade level recruits impacts timeliness. Increased emphasis on time managers take to make selections is paying off. Average days for selections decreased from 30 days last quarter to 24 days this quarter. We hope this trend continues! Average CPOC time to perform classification reviews and issue referral lists improved to 25 days, down from 31 days last quarter. CPAC time increased from 19 days to 20 days; the DA standard is three days. All partners must do their part to improve fill time.



COE, South Pacific Division

Executive Summary (Cont)

At the close of the quarter, the oldest outstanding referral list for SPD was an Interdisciplinary GS-5/7/9/11 position in the Planning Division, San Joaquin Basin Branch. The referral list has been out since September 5, 2000.

Timeliness performance for processing Classification actions remains in the green! There was a slight dip in timeliness this quarter. Routine actions were processed 92% in standard compared to 96% last quarter; non-routine actions were processed 95% in standard compared to 100% last quarter.

The number of employees with resumes in the Resumix database dropped from 46% last quarter to 39% this quarter. Purging applicants who are no longer interested and available contributed to the decline. The number of recruitment actions committed increased to 177, up from 167 and 148 the previous two quarters.

The CPOC Director and Deputy Director are scheduled to visit the COE, SPD Commanding General in January to review accomplishments to date on improvement to the SPD human resource management program.



COE, Walla Walla

Executive Summary

Workload volume increased this quarter; number of actions processed was up from 417 last quarter to 488 this quarter. This was primarily due to an increase in the volume of awards submitted for processing. Two hundred ninety-nine awards were processed in the 1st quarter.

Referrals issued in standard remained steady this quarter at 93% compared to 92% last quarter. However, the number of referrals dropped significantly from 60 last quarter to 27 this quarter. Average processing time for recruitment actions from initiation by the manager to closure was 101 days this quarter, up substantially from 87 days last quarter. The increase was primarily due to an increase in the time managers took to make selections which averaged 51 days, up from 34 days last quarter. At the close of the quarter, the oldest outstanding referral list for COE Walla Walla was a Biological Science Technician, GS-404-5, in the Operations Division, Western Project; it had been out since November 27, 2000 .

The number of employees with resumes in the Resumix database remained fairly constant at 39% this quarter (38% last quarter). Non-recruitment actions processed in standard dipped slightly to 88% this quarter from 91% last quarter. Overall average days to process was three days which compares favorably with the DA standard of five days.

The number of pay problems (those actually affecting an employee's basic pay) rose from four pay problems last quarter to ten this quarter, representing 1.5 pay problems per 100 employees serviced. All were resolved within two weeks of receipt. Resolving pay problems continues to be a primary emphasis area in the West Region.

Dugway Proving Ground

Executive Summary

Another successful quarter for pay issues! No pay problems were reported during the last two quarters. This reflects a commitment by all partners to assure employees get paid accurately and on time.

The number of referrals issued increased this quarter from 54 last quarter to 65 this quarter. Despite the increase in volume, 97% of referrals were issued in standard; a significant improvement over last quarter's performance at 83%. Thirty-eight recruit actions were committed this quarter; up from 23 last quarter.

Average processing time for recruitment actions from initiation by the manager to closure needs attention. Time increased from a high 109 days last quarter to 111 days this quarter. Primary contributor was the time in the CPAC to review and forward the action to the CPOC which increased from 10 days last quarter to 22 days. The primary reason for this is the requirement for the CPAC to assist managers with development of crediting plans for DEU referrals. At the close of the quarter, the oldest outstanding referral list for Dugway was a Physicist, GS-1310-13, in the West Desert Test Center; it had been out since October 20, 2000. A DEU announcement has been issued on an "open till filled" basis, but has not yet produced any additional candidates for management to consider.

Classification performance remains high! Routine classification actions this quarter were processed in standard 97% of the time; non-routine actions were processed in standard 96% of the time. One hundred percent of non-recruitment actions processed were also in standard!

Fort Huachuca

Executive Summary

The CPOC Director, Deputy, and Human Resource Development Division Chief met with the Fort Huachuca Garrison Commander in November 2000 for a partner visit. Topics discussed included the fourth quarter and fiscal year end Review and Analysis and fill time. In addition, we presented the Commander and his Education Officer with tools to enhance the Fort Huachuca training program.

The number of referrals issued in standard remained at a high of 90% in standard for the last two quarters. Average processing time for recruitment actions from initiation by the manager to closure also improved from 70 days last quarter to 65 days this quarter, better than the Region-wide average of 75 days. At the close of the quarter, the oldest outstanding referral list for the USAG was a Business Manager, GS-1101-12 in the Directorate of Installation Support, Business Management Branch. The referral list has been out since November 20, 2000.

Four pay problems (those actually affecting an employee's basic pay) were reported this quarter, a significant improvement from last quarter. All were corrected within two weeks of receipt. The goal remains elimination of all pay-related problems. Performance for processing of non-recruitment actions remains high - 99% this quarter; 98% last quarter.

The number of employees with resumes in the Resumix database improved from its all time high of 59% last quarter to 61%, one of the best records in the Region!

We lost a little ground on the processing of classification actions this quarter - routine actions from 95% to 94% in standard and non-routine actions from 100% to 84% in standard. The high number of actions along with physical move of the servicing team that resulted in delays from computer connectivity issues largely contributed to the performance. The situation has stabilized so we fully expect performance to improve.

Fort Irwin

Executive Summary

The processing of classification actions continues to be a success story, with 93% of routine and 97% of non-routine actions processed in standard!

Four pay problems were reported this quarter, representing 0.7 problems per 100 employees serviced. Three of the four problems were personnel/payroll systems interface related. The good news is that all were resolved within two weeks of receipt.

Another good news story – 98 non-recruitment actions were processed this quarter, and they were all processed in standard! Average processing time against the DA standard of five days was four days.

The number of employees with resumes in the Resumix database remained constant, at 41% this quarter.

Performance for issuing referral lists in standard did not improve this quarter; 64% were issued in standard compared to only 65% in standard last quarter. Of the 58 referrals issued, however, once the actions were received in Staffing, 11 were issued by the 3rd day, 26 on the 4th and 5th days, 11 between the 6th and 10th day, and ten after the 10th day. A lack of applicants and PPP issues contributed to the low performance.

Fort Irwin

Executive Summary (Cont)

Average processing time for recruitment actions is measured from the time the action is initiated by the manager to closure. For the last two quarters we identified this area as one needing more attention. This quarter overall time remained fairly constant at 86 days from 85 days last quarter. CPAC time (before actions are forwarded to the CPOC) improved drastically from 30 days last quarter to seven days this quarter! However, managers took more time to initiate actions (17 days, up from nine) and CPOC time to process action through classification and issue a referral went up slightly from 19 days to 21 days. At the close of the quarter, the oldest outstanding referral list at Fort Irwin was a Supervisory General Engineer, GS-801-13, in the Directorate of Public Works, EP&S Division; it had been out since November 21, 2000. Processing time - time for the CPAC to establish an EOD and the CPOC to process the action increased from 16 days to 25. All partners have an opportunity to improve the performance in this area.



Fort Lewis

Executive Summary

The CPOC Director and Customer Focused Branch Chief visited the Fort Lewis Garrison Commander and the CPAC in late October 2000. This was a worthwhile opportunity to further strengthen the already excellent working relationship and to discuss issues, resolve problems, and identify priorities.

The CPOC senior classification specialist servicing Fort Lewis conducted DCA training for 33 Fort Lewis managers in December.

Classification action processing remained in the “green”; 91% of routine and 92% of non-routine actions were processed in standard.

Time to fill, measured from the time the action is initiated by the manager to closure, continues to improve; this quarter down to 50 days from 52 days last quarter. All partners, managers, CPAC, and CPOC are contributing to this trend. There is room for improvement on the front end, however. Initiators and Resource Management officials are holding actions an average of 11 days before forwarding them to the CPAC; the DA standard for this piece of the whole is three days. At the close of the quarter, the oldest outstanding referral list at Fort Lewis was for a General Engineer, GS-801-12, in the Public Works, Work Management Center; it had been out since September 21, 2000.

During the quarter, 226 non-recruitment actions were processed, 99% of them in standard. Average processing time was only three days against the DA standard of five days!

Unfortunately, no progress was made on the number of pay problems reported. Nine pay problems were reported this quarter, the same as last quarter. Of the nine, five resulted from payroll interface/DFAS system errors. We continue to strive for eliminating pay problems in the region.

Madigan Army Medical Center

Executive Summary

The fiscal year is off to a strong start! Although all partners are aware of the challenges with filling hard to fill medical positions - we are all strongly committed to improving fill time.

We are delighted to report that the West CPOC took over recruitment responsibility for all MAMC positions this quarter and as expected referral timeliness improved! One hundred fifty referrals were issued; 80% were issued in standard, up from 71% last quarter. Fill time, measured from initiation of the recruitment action by the manager to closure, continues to improve. This quarter the average processing time was 81 days; down from 85 days last quarter. All partners - management, CPAC and CPOC continue to demonstrate their commitment by reducing the number of days within their control. At the close of the quarter, the oldest outstanding referral list for MAMC was for a Clinical Nurse, GS-610-9, in the Emergency Room; it had been out since November 13, 2000.

During this quarter, members of the CPOC staff who service MAMC made a partner assistance visit and participated in a Job Fair at MAMC. A continuing excellent partnership between the CPAC and CPOC enhances the quality of service to customers.

Workload volume remained fairly stable this quarter - 429 actions processed; the same as last quarter. Two hundred fifty-six non-recruitment actions were processed this quarter, 100% of them in standard! The average processing time was only three days against the DA standard of five days!

The processing of classification actions remained in the "green"; 91% of routine and 90% of non-routine actions were processed in standard.

Presidio of Monterey and Defense Language Institute

Executive Summary

Emphasis on ensuring employees are paid correctly and on time is paying off - only one pay problem was reported.

Non-recruitment actions were processed in standard 96% of the time. Ninety seven actions were processed in an average of only two days each, against the DA standard of five days!

We are keeping pace with recruitment actions: at the beginning of the quarter the WCPOC had 33 actions on hand; 127 actions were received and at the end of the quarter 25 remain.

Only 62% of referrals were issued in standard, up from 55% last quarter. Of the 74 referrals issued, 27 were issued by the 3rd day after receipt of the action in Staffing, 16 on the 4th and 5th days, eight between the 6th and 10th day and 23 after the 10th day. Fill time, measured from initiation of the recruitment action by the manager to closure, continues to be among the lowest in the Region at 46 days, with 85% of the actions filled non-competitively or through the Faculty Personnel System.

Performance in the processing of routine classification actions remains in the green with 92% of routine actions processed in standard and 100% of non routine actions processed in standard, up from 86% last quarter.

The number of employees in the Resumix database remains a concern. At this time only 22% of eligible serviced employees have submitted resumes to the Resumix database.

Sierra Army Depot

Executive Summary

Timeliness performance for processing classification actions dipped this quarter with 81% of routine actions processed in standard, down from 95% last quarter. Processing of non-routine actions in standard remained at 100%!

On the recruitment side, performance this quarter dropped off. Average processing time for 11 recruitment actions that closed, measured from initiation by the manager to closure, went up from 64 days last quarter to 92 days. Several factors contributed - average days to establish EOD and process action went up from 12 days to 23 days. This was primarily due to an executive selection that required MACOM approval. CPAC time before forwarding the action to the CPOC also rose from an average of four days to nine days; management time to make selections increased from 12 to 23 days. This was largely attributed to two external selections that took managers an average of 80 days. Managers overall are making timely selections. At the close of the quarter, the oldest outstanding referral list was for a Security Guard GS-085-4, in the Directorate for Public Safety; it had been out since December 7, 2000. The number of referrals issued decreased from 18 to ten, with referral timeliness substantially dropping from 72% in standard to 30% in standard. Of the ten referrals issued - two were issued on the 3rd day; one on the 5th day; three on the 6th - 10th days; and four after the 10th day. Four referrals were out of standard due to the lack of available candidates.

Non-recruitment action processing was a more positive story, with 100% of the actions being processed in standard! One hundred actions were processed in an average of three days against the DA standard of five days!

Pay issues remain a concern. This quarter six pay problems (those actually affecting an employee's basic pay) were reported, compared to seven last quarter. This represents 1.1 problems per 100 serviced employees. All pay problems were corrected in two weeks. Leadership emphasis in this area continues.

We are proud to have the Sierra Army Depot Commander hosting the next West Region Commanders' Civilian Personnel Advisory Council (CCPAC) scheduled for February 13, 2001. We look forward to a very productive session.

Tooele Army Depot

Executive Summary

The lack of pay problems at Tooele for the last three quarters continues to be a major success story – no pay problems were reported this quarter! Workload volume picked up again this quarter; 507 actions were processed compared to last quarter's 441.

Timely processing of 89 routine classification actions dropped off this quarter with only 74% of the actions processed in standard compared to 100% last quarter. Thirteen non-routine actions were processed this quarter; one was out of standard for a processing rate of 92% in standard.

On a more positive note, the number of referrals issued in standard improved to 90%, up from 82% last quarter even with an increase in volume from 89 to 100. Overall fill time, measured from initiation of the recruitment action by the manager to closure, was 87 days, a little higher than last quarter's 80 days. Time for managers to make selections contributed to the increase with the average time for selection up from 17 days last quarter to 31 days this quarter.

At the close of the quarter, the oldest outstanding referral list was for a Security Guard, GS-085-5, in the Pueblo Army Depot, Directorate of Risk Management; it had been out since October 27, 2000.

The number of employees with resumes in the Resumix database remained fairly stable at 52% at the end of the quarter.

Again this quarter, non-recruitment action processing in standard was excellent at 100%! Eighty two actions were processed in an average of two days each against the DA standard of five days!

White Sands Missile Range

Executive Summary

Only one pay problem (actually affecting an employee's basic pay) was reported this quarter. Leadership emphasis on pay continues.

Processing of non-recruitment actions remained at an excellent level with 99% processed in standard. Ninety one non-recruitment actions were processed in an average of two days each against the DA standard of five days!

Average time to fill, measured from initiation of the recruitment action by the manager to closure, increased to 93 days, from last quarter's performance of 74 days. Thirty four actions were closed - major contributor to delays are at the CPAC where time increased from 18 days last quarter to 30 days (DA standard - 3 days). Average manager time to make selections also increased from 12 to 16 days. At the close of the quarter, the oldest outstanding referral list at WSMR was for a Firefighter, GS-085-5, at the National Range, Directorate of Environment and Safety; it had been out since November 30, 2000.

Processing of routine Classification actions remained steady with 97% of routine actions processed in standard. Timely processing of non-routine actions dropped to 88%, down from 100% last quarter.

Again this quarter, White Sands MR continues to be the leader in the Region with 66% of eligible employees registered in the Resumix database!

The WCPOC Deputy Director, the Customer Focused Branch Chief and a Classification Specialist made a partner visit to the Commanding General, White Sands Missile Range and CPAC in December 2000. Topics discussed included reducing fill time, the new CPOC Customer Focused team concept, Modern System Deployment preparations, and new automated tools to assist managers and the CPAC staff with tracking and monitoring open and closed recruit actions.

Yuma Proving Ground

Executive Summary

A good news story for the staffing program this quarter! Average processing time for recruitment actions, measured from initiation by the manager to closure, continues to sharply improve – 30 days this quarter compared to last quarter's 59 days. All partners - manager, CPAC and CPOC contributed! Average time for managers to make selections dropped from 17 days last quarter to eight days; CPAC time before action is forwarded to CPOC decreased from six to two days; CPOC staffing time to issue referrals went down from 16 to five days; and CPAC/CPOC time to establish EOD and process action dropped from 12 to five days! Continued commitment by all parties will ensure future success.

Pay issues continue to be a success story at Yuma! Only one pay problem (those actually affecting an employee's basic pay) was reported this quarter, representing 0.17 problems per 100 employees serviced.

Processing of non-recruitment actions continues the positive trend, with 100% processed in standard; up from 96% last quarter. Twenty six actions were processed in an average of two days each against the DA standard of five days!

Timely processing of Classification actions declined with 89% of routine and only 69% of non-routine actions processed in standard.

The number of Yuma Proving Ground employees with resumes in the Resumix database increased slightly from 41% to 44% at the end of the quarter, one of the highest rates in the Region!